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Report on the progress of training in peacekeeping

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 60/266, the present report provides an update on the progress of training in United Nations peacekeeping. It provides details of the key findings of a peacekeeping training needs assessment and information on the training strategy that has been implemented to meet the priority needs identified (sects. I and II). The report also provides detailed information on the roles and responsibilities of the various offices and sections, both at Headquarters and in the field, with regard to peacekeeping training (sect. III). The report then goes on to describe the training initiatives being undertaken throughout the Department of Peacekeeping Operations and the Department of Field Support (sects. IV and V). In addition, the report examines the resources required for peacekeeping training and the methods and localities for peacekeeping training delivery (sect. VI). Following the conclusion (sect. VII), the report sets out the actions to be taken by the General Assembly (sect. VIII).

I. Background

1. In section I, paragraph 4, of its resolution 60/266, the General Assembly requested a report on the progress of training in peacekeeping. The Secretary-General advised that as a result of a refocusing of the efforts of the Integrated Training Service, the report could not be submitted in the time frame requested. The Secretary-General also advised that while much work had been done on improving training for peacekeeping operations, further work was needed to finalize and implement a new peacekeeping training strategy.

2. As part of organizational reform efforts, the Policy, Evaluation and Training Division was created in July 2007 to be a resource for both the Department of Peacekeeping Operations and the Department of Field Support. The Integrated Training Service, located in the Policy, Evaluation and Training Division, is a shared resource that supports the two Departments, peacekeeping missions and Member States. In the context of the departmental realignment, an assessment of the key United Nations peacekeeping training needs, challenges and priorities was conducted. A new peacekeeping training strategy was developed accordingly, with a view to addressing the priority training needs of peacekeepers, as identified in the needs assessment, and to making the most effective use of training resources. Considerable progress has been made in implementing the new peacekeeping strategy, as well as in the overall peacekeeping training efforts of the United Nations.

II. Needs assessment and strategy

3. Peacekeeping personnel are increasingly required to operate in complex, changing and challenging conditions. This requires the United Nations to deploy personnel able to perform a variety of tasks across different functional areas, often in difficult environments and with limited resources. United Nations peacekeeping personnel encompass a range of nationalities, cultures, professional backgrounds and expertise; a number of them had limited knowledge of the United Nations system or contemporary United Nations peacekeeping operations prior to their assignment. The service period with the United Nations is often brief, and the Department of Peacekeeping Operations and the Department of Field Support must respond to the training support, development and delivery needs of the approximately 200,000 peacekeepers rotating through peacekeeping missions and Headquarters every year. Training is therefore an important element in ensuring consistent levels of knowledge and familiarity with organizational practice for all personnel deployed to field missions.

4. In order to identify and effectively meet priority training requirements for a multitude of needs and to identify the appropriate role for each of the various actors involved in peacekeeping training, it was necessary to develop an overall vision and strategy. The Integrated Training Service undertook extensive consultations in 2007/08 to identify those priority training needs and develop the appropriate strategy. The consultations included interviews and panel meetings with United Nations peacekeeping personnel and partners; a survey of United Nations peacekeeping personnel; surveys and consultations with Member States, their armed forces headquarters and police headquarters, and peacekeeping training institutions;

and a survey of and consultations with peacekeeping mission field trainers and integrated mission training centres.

5. The strategic training needs assessment undertaken by the Integrated Training Service in the first half of 2008 examined the three main phases of peacekeeping training: prior to deployment to a mission; on arrival at a mission or at Headquarters; and ongoing training throughout a peacekeeping assignment. The findings of the assessment offered valuable insight into the state of United Nations peacekeeping training. Key gaps were identified in all phases of the training. For example, while personnel surveyed believed that predeployment and induction training helped them prepare for the challenges of peacekeeping, several improvements were still needed. Military, police and civilian respondents noted that the training materials and topics provided in the standardized training modules were outdated and needed to better reflect the challenges posed by today's multidimensional peacekeeping operations. Furthermore, the Department of Peacekeeping Operations training materials provided to Member States were too generic in content and too voluminous and did not adequately address the key operational challenges of missions, indicating that better standards and enhanced training support to Member States were needed. Gaps were also identified in civilian predeployment training, including overlaps with in-mission induction training. The training needs assessment indicated that the integrated mission training centres and other field trainers needed improved support and guidance from United Nations Headquarters on the conduct and organization of training. Training needs in cross-cutting areas such as communication, management, leadership and integration were also identified. Thus, the needs assessment highlighted the need for a system that assessed and determined training priorities, provided clarity on the responsibilities for delivering essential training to all peacekeeping personnel and evaluated the effectiveness of training.

6. The consultations also indicated that the Integrated Training Service had been responding to training support, development and delivery needs related to a wide range of peacekeeping issues and clients, rather than focusing on key priorities. A need for a revised approach by the Service, including an overall vision and a more strategic approach to peacekeeping training, was identified, including clearer training standards, stronger management and oversight, as well as a need for better leveraging of technology and partnerships. Accordingly, a new United Nations peacekeeping training strategy was developed and approved in May 2008, with a view to creating a training system that met the priority needs of modern complex peacekeeping operations. The strategy represents a fundamental shift in the approach to peacekeeping training and redefines the role that each office should play vis-à-vis field missions, Headquarters and Member States, to maximize comparative advantage, subject matter expertise and value. The strategy therefore aims to meet the priority knowledge and skills needs of peacekeeping personnel, thereby enabling them to (a) meet the evolving challenges of peacekeeping operations in accordance with principle and guidelines of the Department of Peacekeeping Operations and the Department of Field Support; (b) perform their specialist functions in an effective, professional and integrated manner; and (c) demonstrate the core values and competencies of the United Nations.

III. Peacekeeping training: roles and responsibilities

7. A large number of actors are involved in peacekeeping training, and the consultations of the past year have identified the key roles and responsibilities of each of the main entities involved, as set out below.

A. Integrated Training Service

8. The Integrated Training Service, which is part of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, is the principal office responsible for peacekeeping training. In accordance with the new peacekeeping training strategy, the Service has responsibility for the oversight of all United Nations peacekeeping training and for providing relevant policy, guidance and support. It is also responsible for providing current peacekeeping training standards for all phases of training, based on departmental priorities and policies, lessons learned and best practices. The Service disseminates the standards to all peacekeeping training partners, including Member States and field missions and is tasked with providing technical support and guidance on the design, delivery and evaluation of peacekeeping training to continually improve the consistency and quality of training, whether in the field or at Headquarters. The Service is required to provide enhanced support to Member States and field missions, and is responsible for monitoring the implementation of peacekeeping training standards and for evaluating the effectiveness and efficiency of training activities. It manages the training budgets of the Department of Peacekeeping Operations and the Department of Field Support and provides advice on mission training budgets to promote consistent allocation of resources as per established priorities and standards. In addition, the Policy, Evaluation and Training Division ensures that, as possible, peacekeeping training is based on departmental or other approved United Nations doctrine and guidance.

9. In the light of the strategic and overall managerial responsibilities of the Integrated Training Service, as well as its limited capacity, the Department of Peacekeeping Operations and the Department of Field Support have decided that the Service should be tasked with focusing on the development and delivery of key cross-cutting peacekeeping training. For example, with support from specialized areas within the relevant offices and sections, the Service organizes and delivers departmental induction programmes for staff members new to Headquarters, predeployment training for civilians deploying to field missions and the senior leadership induction programme for senior mission leaders. Furthermore, in cooperation with partners, the Service is responsible for meeting the cross-cutting training needs identified by senior management and for conducting the training needs assessment.

10. A number of other offices and actors also play an important role in peacekeeping training. Over the past year, the Integrated Training Service, as the overall coordinator, has developed mechanisms and procedures at the Headquarters and field levels for the planning, development, delivery and evaluation of peacekeeping training, to ensure standardization and quality control. The system includes an annual peacekeeping training workplan and a review of training resource requirements for the Department of Peacekeeping Operations and the Department of Field Support and for military, police and civilian personnel,

including the use of training consultants and external experts, for consideration and approval by the General Assembly. The Service is currently institutionalizing the procedures and the roles and responsibilities of various United Nations entities in departmental policy and guidance documents. Mechanisms for their implementation are also under development, including the piloting of an electronic training management system to track training received by individual peacekeeping personnel. In that way, the two Departments should have relevant data and appropriate institutional mechanisms to target their training resources effectively.

B. Other offices of the Department of Peacekeeping Operations and the Department of Field Support

11. The Department of Peacekeeping Operations and the Department of Field Support comprise offices and sections responsible for the development and delivery of substantive and technical training within their areas of expertise. Wide-ranging and in-depth knowledge and skills are needed to plan, deploy, implement and monitor all United Nations peacekeeping missions, including in the fields of political affairs, civil affairs, logistics, transportation and aviation, judicial reform, security sector reform, information management and human resources management. All relevant offices and sections of the two Departments have a training focal point who is responsible for coordinating and managing the training in their area of specialty. Many peacekeeping training institutions assist the United Nations in conducting ongoing specialist training of personnel. For instance, the Department of Peacekeeping Operations regularly sends political affairs officers to attend conflict management courses conducted in an external peacekeeping training centre. A management development course for United Nations justice and corrections personnel was developed in close cooperation with an external learning institution.

12. The resources available to develop and maintain training programmes in those and all other substantive/technical areas of peacekeeping are extremely limited, however. The Department of Peacekeeping Operations will continue to rely on extrabudgetary funds to augment training resources approved by the General Assembly.

C. United Nations field missions

13. United Nations field missions are responsible for delivering mission-specific induction and ongoing training to all categories of peacekeepers in the field. All field missions have established either a training focal point or an integrated mission training centre. The type and frequency of the training depends on the needs of the mission and the available resources, which vary from mission to mission. Induction programmes include training on mission-specific aspects of such cross-cutting issues as gender, HIV/AIDS, conduct and discipline, and briefings on the different sections and responsibilities of the mission. Examples of ongoing training conducted in the field include language training, security training, and conduct and discipline training, with an emphasis on the prevention of sexual exploitation and abuse.

D. Member States and partners

14. The training of military and police personnel for peacekeeping operations is essentially the responsibility of Member States. The United Nations has established basic guidelines and performance standards and has provided descriptive training materials to assist Member States in that regard. Some Member States utilize a range of training delivery options to supplement their national resources, including regional and international peacekeeping training centres and bilateral arrangements with donors and other partners.

15. United Nations partners play an important role in the development and delivery of peacekeeping training, allowing the Organization to leverage important resources and expertise from a variety of functional areas for military, police and civilian training. For instance, training experts from Member States have assisted the Department of Peacekeeping Operations in the development of standardized training modules. Peacekeeping training centres have allowed the use of their facilities for the ongoing training of United Nations civilian peacekeeping personnel. In addition, subject matter experts from non-profit organizations have provided training directly to the personnel of Member States who are being deployed to United Nations peacekeeping operations.

IV. Peacekeeping training: progress and developments

A. Training support to Member States

16. The key elements of the Department of Peacekeeping Operations peacekeeping training support strategy for Member States are guided by the Integrated Training Service.

17. United Nations peacekeeping predeployment training standards are currently being completely revised and updated, and new training aids are being developed. The materials will be made available to all Member States and peacekeeping training institutions on an Internet site in 2009. They will include (a) guidance on the specific predeployment training requirements for categories of personnel; (b) integrated core training modules and specialist training modules; (c) supplemental peacekeeping training tools, such as scenarios, case studies, videos and training tips; and (d) mission-specific information of a non-operational nature. Training guidance on mission-specific issues of an operational nature will also be made available to relevant Member States and peacekeeping training institutions, as required. Over the past year, the Department of Peacekeeping Operations, with the assistance and collaboration of a number of Member States, donors and peacekeeping training institutions, has developed 12 specialist training modules for United Nations police. Preliminary versions have been shared and tested, and the finalized modules are being released to all Member States. The Department of Peacekeeping Operations is also in the process of revising the specialist training modules for military staff officers and military observers. Once updated and finalized, all standardized training modules will be made available in the two working languages of the United Nations. Supplemental training tools will be available in various languages, depending on the source of the material.

18. If required, training support to Member States and peacekeeping training institutions will include in situ assistance by teams of United Nations peacekeeping trainers and subject matter experts. The teams will be operational in 2009 and will provide on-site, short-term assistance in the form of curriculum development, training methodology and training gap identification. A number of training-of-trainers activities are also being planned by the Integrated Training Service to enhance the capacity of Member States and peacekeeping training centres to use newly developed United Nations peacekeeping training guidance materials. The procedures and criteria for United Nations "recognition" of a Member State's peacekeeping training, if it is in accordance with United Nations standards, have been revised. The Integrated Training Service will therefore resume the "training recognition" activity once the revised standardized training modules have been released.

19. Substantial progress has been made in the development of mechanisms for information-sharing with Member States. By early 2009, the majority of training guidance materials and other information for the predeployment training of military and police personnel will be available to Member States and peacekeeping training institutions on an Internet site. Beginning in early 2009, an online community of practice for Member States and peacekeeping training institutions will be launched to facilitate sharing of knowledge and best practices on United Nations peacekeeping predeployment training. The community of practice is an interactive forum that allows its members to exchange information and seek solutions to specific peacekeeping training challenges. To assist peacekeeping training institutions in strengthening their training programmes, the Department of Peacekeeping Operations will, as required, facilitate training partnerships and interaction between Member States and peacekeeping training institutions. As a result of such partnerships, the 12 specialized training modules for United Nations police were delivered to the majority of United Nations police personnel prior to their deployment to the African Union-United Nations Hybrid Operation in Darfur in 2008.

B. Training support to the African Union

20. In accordance with official agreements with regional organizations and/or as mandated by the General Assembly, the Department of Peacekeeping Operations provides peacekeeping training support to regional organizations. In accordance with resolution 60/1, in which the Assembly supported the development and implementation of the African Union-United Nations ten-year capacity-building plan, the Department is assisting in the development and implementation of an African Standby Force training implementation plan. In 2007 and 2008, with funding from bilateral donors, the Department of Peacekeeping Operations assisted in conducting four senior mission leadership courses for the African Union. The Department also facilitated and participated actively in various African Standby Force training activities at the continental and regional levels, including policy development support, assistance in the development of training scenarios and materials and support to training delivery.

C. Civilian predeployment training

21. In 2007, predeployment training became mandatory for all international civilian personnel new to service in peacekeeping missions. Participation in the Department of Peacekeeping Operations civilian predeployment training programme in Brindisi had therefore grown significantly in the past year. Each month, an average of 100 personnel participates in the courses. The programme has been harmonized with the revised peacekeeping predeployment training standards to promote consistency. A variety of training methodologies has been used, including traditional classroom learning, simulation-based exercises and computer-assisted learning. The course is intended for new civilian personnel deploying to any of the United Nations peacekeeping missions, and therefore covers generic peacekeeping topics. As an adjunct to the generic predeployment programme, the Service is developing a series of mission-specific information packages to supplement predeployment training and provide detailed mission information to personnel prior to their arrival at their new posting. The next step in preparing personnel for their duties in the field is to provide mission-specific induction training to personnel shortly after their arrival at the mission.

D. Training support to field missions

22. United Nations field missions deliver in-depth, mission-specific induction programmes, as well as ongoing knowledge and skills training to peacekeepers in the field. Field missions have benefited from improved information-sharing through the use of technological tools. Currently, all peacekeeping missions have access to guidance materials on the Department of Peacekeeping Operations Intranet site; in 2009, materials will also be available from the Department's Internet training site. In addition, mission training personnel have been invited to participate in an online community of practice of United Nations peacekeeping trainers and training managers. This will help to facilitate information-sharing between missions and Headquarters, reduce communication time lag between participants, and allow participants to seek solutions to specific training challenges and to offer observations and comments on issues related to peacekeeping training. The Integrated Training Service is promoting standard induction training programmes for missions to ensure that they complement the revised predeployment training standards. Mission trainers are sharing their induction training materials with other missions in English and/or French. In addition, the Service is helping to improve mission access to the leadership and management training courses of the Office of Human Resources Management; initial roll-out of the programme will begin in 2009, with a focus on the sustainability of the programme through the training of mission training personnel.

23. The Integrated Training Service has launched a trial online training management system, designed to improve administration of peacekeeping training activities, course nominations and training resources, and provide training records management. The system centralizes peacekeeping training information in both the field and at Headquarters in order to improve the efficiency and effectiveness of training for all peacekeeping personnel. The system will be made available to all peacekeeping missions and at Headquarters and will facilitate the sharing of training calendars and regional cooperation on cross-cutting training.

E. Headquarters induction training

24. Peacekeeping induction training at Headquarters for new Department of Peacekeeping Operations and Department of Field Support personnel is conducted approximately three times per year. In 2008, the Integrated Training Service organized three induction training courses for 115 personnel (72 civilians, 29 military and 14 police). In an effort to provide induction briefings within a few weeks of arrival, an e-learning induction course is being developed and should be available in 2009.

F. Leadership and management training

25. The challenge of developing senior leadership training lies in ensuring that those receiving the training are given the essential knowledge and tools to make decisions in a United Nations peacekeeping context. Furthermore, courses need to be accessible and relevant to all participants, given the wide variety of their backgrounds, levels and prior knowledge of the United Nations system and of peacekeeping in particular.

26. The main programmes in the area of senior leadership training are the senior leadership induction programme and the senior mission leaders course, which are continuously reviewed and modified to meet the needs of senior leaders based on post-course evaluations, lessons learned and emerging policy and guidance. The senior leadership induction programme is a five-day programme intended to provide newly-appointed senior field mission leaders with an opportunity to explore the complex challenges of contemporary multidimensional peacekeeping leadership, including issues involving strategic planning, integration and mission support. The senior mission leaders course is a 10-day programme co-hosted with a Member State and is intended to prepare current and potential senior personnel for the roles and responsibilities of mission leadership. The course provides training on how to plan, prepare, manage and direct United Nations peacekeeping operations. Another key objective of the course is to assist Member State officials in better understanding multidimensional United Nations peacekeeping missions. Each programme was conducted twice in 2008.

27. In order to address the principal cross-cutting training issues and skill gaps identified in the needs assessment, efforts are under way to further improve the content of the programmes and their accessibility. The programmes will be conducted in English for Headquarters personnel and in English or French, as possible and as appropriate, for mission personnel.

G. Ongoing substantive and technical training

28. Ongoing training in specific substantive or technical areas is the responsibility of specialist offices and units at Headquarters and in the field. Currently, however, there are critical gaps in core peacekeeping training, which cannot be addressed through existing resources. Thus, the Department of Peacekeeping Operations is identifying voluntary contributions through 2011 to assist offices in meeting the training development requirements. Personnel have been or are being recruited, on a temporary basis, for the Office of Rule of Law and Security Institutions, the Office

of Operations, the Best Practices Section, the Logistics Support Division, and the Field Personnel Division, to coordinate and develop specialized training based on identified strategic organizational priorities. If adequate resources become available, it is hoped that the most critical core training programmes can be developed within the next three years.

29. Training is ongoing in a number of thematic and substantive areas, for which material has already been developed. For example:

(a) HIV/AIDS officers and advisers in field missions conduct mission-specific awareness and prevention training, training for HIV counsellors and peer education training;

(b) An annual corrections officers training workshop is conducted for corrections staff of the missions;

(c) A comprehensive gender training strategy is being developed by the Department of Peacekeeping Operations, which will include capacity-building of peacekeeping personnel on issues of gender mainstreaming and on implementation of Security Council resolution 1325 (2000), on women and peace and security;

(d) The Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations, with donor assistance, is developing:

(i) A training programme for judicial affairs officers;

(ii) A United Nations police peacekeeping planning course;

(e) The United Nations Mine Action Service leads an annual rapid response exercise, which serves, among other things, as a staff training and assessment exercise. The exercise has been widely recognized for its learning and development benefits, and has therefore been expanded to include additional partners;

(f) Child Protection Advisers in field missions conduct training for mission personnel working on disarmament, demobilization and reintegration issues. They also provide training on juvenile justice issues for United Nations police personnel. An initiative to review and standardize child protection training materials will be undertaken in 2009.

30. In order to address identified gaps, in 2007 and 2008 the Department of Peacekeeping Operations developed job-specific training materials and trained 100 personnel on core activities of the Office of Operations, such as drafting correspondence on peacekeeping operations, writing reports and conducting effective coordination meetings. In the fourth quarter of 2008, a teambuilding session for team leaders of integrated operational teams was held to address common challenges that have arisen since their establishment. By the end of January 2009, a total of seven teambuilding workshops will have been conducted for integrated operational teams to promote cohesiveness and proper functioning, as well as five workshops to enhance coordination between the integrated operational teams and the specialist functional areas.

31. The Department of Peacekeeping Operations is also working with a number of national peacekeeping training institutions under the umbrella of the integrated disarmament, demobilization and reintegration training group, to develop and share training material and deliver training courses. The peacekeeping training institutions are valuable partners in helping to meet the growing need for skilled disarmament,

demobilization and reintegration specialists, and the Department will continue to work with them to develop and implement courses based on United Nations policy and best practices in that discipline. In-country training courses for practitioners in the field, both within the United Nations and in partner organizations, are also being run in coordination with the inter-agency working group on disarmament, demobilization and reintegration, and plans are under way for the development of a computer-based training course for all personnel working in that field.

32. In 2008, the Department of Field Support, with the support of field missions, continued to develop and finalize its training modules for the senior mission administrative and resource training programme. The programme, considered one of the priorities for the Department, was created in direct response to audit reports highlighting significant management performance gaps in peacekeeping missions, and targets senior and middle-level managers. The objectives of the programme are to ensure that personnel attain a minimum standard of competence in a range of administrative support functions; facilitate managerial and fiduciary responsibilities by highlighting accountability for decision-making; and create a systematic method of developing staff for advancement to successive levels of responsibility. The programme is a blended learning programme that includes e-learning, written assignments and interactive workshops. In 2008, the Department completed a year-long pilot of the programme, which included six e-learning modules and three face-to-face workshops. The e-learning modules are systematically updated to reflect lessons learned in the pilot and changes in United Nations policies and procedures.

33. The Department of Field Support has organized a series of training events for United Nations personnel working on conduct and discipline matters. The training provides an opportunity to orient newly appointed personnel, and refresh the knowledge of seasoned peacekeeping personnel regarding applicable standards and current guidance and procedures related to conduct and discipline, and to report on specific initiatives, such as the deployment of the misconduct tracking system, which is a secure, web-based system designed to record, track and report on allegations of misconduct by peacekeeping personnel.

34. The Department of Field Support continues to organize and conduct specialized logistics training and provides guidance to missions on their particular logistics training needs, such as on contingent-owned equipment and property management. Training for peacekeeping, mission chiefs of the Joint Logistics Operations Centre and chiefs of the Integrated Support Service was organized for the first time in July 2008, allowing participants to share challenges and best practices. A pilot of a new operational risk management training was organized for Headquarters logistics staff in December 2008. That programme will eventually be launched for training field logistics personnel in missions.

H. E-learning modules for human resources staff

35. Human resources management in peacekeeping operations involves activities that expose the Organization to significant managerial challenges and financial risk (e.g., processing of complex entitlements and benefits, ensuring fair staff selection processes and managing human resources in line with General Assembly mandates). In recent years, many areas of human resources management have been delegated from the Department of Management to the Department of Peacekeeping Operations

or the Department of Field Support and, in turn, to the personnel sections of field missions. Those activities have been the subject of audit and review, which have revealed the need to strengthen the knowledge of human resources practitioners in the field.

36. The Department of Field Support will follow a United Nations Development Programme/Cornell University model to train and certify its human resources staff. Subject matter experts from both Headquarters and field missions will work with human resource management experts from outside the United Nations to develop three e-learning modules:

(a) Foundation module: human resources management in United Nations field missions (focusing mainly on United Nations peacekeeping operations structures);

(b) Recruitment, selection and on-boarding for United Nations peacekeeping operations;

(c) Entitlements and benefits administration in United Nations peacekeeping operations.

37. The mandatory completion of the training modules by human resources staff will lead to increased quality and standardization in the application of rules, policies and procedures governing human resources management.

I. Programme for an advanced compendium of trainees

38. In order to address critical shortages of qualified human resources officers in field missions, a programme for an advanced compendium of trainees was launched in May 2008. The programme is a joint effort between Headquarters and the field missions to offer intensive on-the-job training to a pool of external candidates prior to their placement on the roster of human resources officers. Ten human resources officers were trained in 2008. The programme comprised an initial three-month learning session at Headquarters, followed by an additional three months of on-the-job training, during which staff were deployed to the civilian personnel sections of field missions. Based on the success of the pilot programme, a second advanced compendium of trainees is scheduled for 2009.

V. Overview of peacekeeping training capacity

A. Mission training

39. A review of the training capacity of existing missions suggests that there is a need for standardization to ensure that the missions have an adequate capacity to maintain the skills of their personnel and that the Organization can maintain and support a professional peacekeeping workforce. A standardized approach to determine the proposed training requirements of missions, for review by the General Assembly, would allow for consistency in training across missions. Such an approach could be based on defined parameters, such as staffing costs or a set amount of training per staff member. Accordingly, it is the intention of the Department of Peacekeeping Operations and the Department of Field Support to

review training requirements for all peacekeeping missions, with a view to standardizing them, including dedicated field training support components.

B. Headquarters training

40. The principal shared resource for training in the two Departments is the Integrated Training Service, which has 34 staff members, including 12 seconded military and 3 seconded police personnel. Currently, 24 staff members are located at United Nations Headquarters in New York and 10 are at the United Nations Logistics Base at Brindisi, Italy. The 10 personnel located in Brindisi are a tenant unit in the facility; they report directly to the Chief of the Integrated Training Service in New York and have no technical reporting relationship with the United Nations Logistics Base at Brindisi.

41. Shortly after the Integrated Training Service was formed in November 2005, a proposal was submitted to the General Assembly, in the context of the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations (A/60/696), to approve the transfer of a training team consisting of both seconded officers and civilian trainers to the United Nations Logistics Base at Brindisi. At the time, one of the Service's primary activities was the delivery of training courses in missions and Member States. Thus, the move was intended to take advantage of the training facilities that existed at the United Nations Logistics Base at Brindisi, and of the Base's proximity to missions in Africa and Europe. The efficiencies gained by the move were expected to include reduced travel costs and more time for predeployment and other training.

42. With the realignment of the priorities and activities of the Integrated Training Service to meet the requirements of the peacekeeping training strategy, however, the arrangement has proved to be less efficient than originally anticipated. Given the new direction of the Service, it would be far more effective to return the seconded military and police officers and the Service's second most senior civilian post (P-5) to New York. In this connection, a proposal to relocate five professional posts from the training team located in Brindisi to Headquarters in New York has been included in the 2009/10 peacekeeping support account budget for review and approval by the General Assembly.

C. Mandatory training

43. Prior to the current 2008/09 financial period, capacity to provide mandatory United Nations courses to personnel whose posts were funded under the support account was constrained because the resources of the Office of Human Resources Management from the regular budget were not sufficient to meet all the costs of the additional courses required. For the current financial period, support account funding has been approved by the General Assembly to address that need. The courses have been very well received by Headquarters staff. However, the currently available provisions still fall well short of the needs. Accordingly, the support account budget proposal for the 2009/10 financial period will include a request, for consideration by the Assembly, to provide additional funds for the delivery of the courses and to address the key training gaps identified in the training needs assessment, such as mandatory ethics and integrity awareness courses and such

required training courses as the leadership development programme, the management development programme, performance management and the supervisory skills programme.

VI. Training delivery

44. Determinations as to where, when and how often training is conducted are dependent upon a range of factors, including the number of personnel who require the training; the geographical location of the personnel requiring training; the course duration; the necessary administrative and technical subject matter experts and facilitators; the technical equipment required for the activity, such as training aids, computers and vehicles; the suitability of the venue to host effective training and the availability of specific facilities such as breakout rooms, specific seating configurations and interpretation facilities; and travel, administrative and venue costs associated with bringing the training audience, facilitators and administrators together. Additional factors also include the frequency of courses, which must be sustainable, repeatable and standardized, such as the civilian predeployment training course. It is important to note that training needs must also be balanced with operational needs. The continuity of operations is also taken into consideration when evaluating various training delivery options.

45. Decisions regarding where to hold courses is made on a case-by-case basis, according to the factors described in paragraph 44 above. There is no one-size-fits-all solution to the needs of peacekeeping training. The Department of Peacekeeping Operations and the Department of Field Support strive to ensure standardization of training when and where it is feasible. However, with respect to training venues, there is no single criterion that covers all training activities because the nature of each training activity and target audience varies greatly across all peacekeeping training thematic areas. Choosing the most effective and least costly solution to training is based on the variety of training delivery partners and training delivery locations available at the time.

A. Training at the United Nations Logistics Base at Brindisi, Italy

46. The United Nations Logistics Base at Brindisi, Italy, is primarily a logistics unit that has facilities available for hosting training activities. The unit has no role in setting training policies and direction; it is simply a venue for training activities. It therefore does not play a role in the development of peacekeeping training, which is the responsibility of the Integrated Training Service. Its primary role with respect to peacekeeping training is to provide a venue and associated resources for the delivery of the civilian predeployment training.

47. The facilities at the United Nations Logistics Base at Brindisi are very suitable for training purposes, and when available can be used by United Nations offices or field missions wishing to conduct such activities. Training programmes in specialist areas are routinely held there. For example, courses and seminars have been conducted on communications and information technology, ground transportation, field gender advisers, security sector reform and contingent-owned equipment. The Integrated Training Service uses the facilities for civilian predeployment training

programmes and other workshops. The United Nations Logistics Base at Brindisi also conducts training for its own staff at the facilities.

B. Training at United Nations regional facilities

48. The delivery of training at regional facilities is considered when there is a sound case to do so, based on the following factors: the number of personnel requiring training; the proximity of the trainees, trainers and required subject matter experts to the regional venue; travel time and costs involved; and the availability of training facilities and support services. As such, it is preferable for regional training centres to be located at a major transport hub, with suitable medical, administrative and logistic support.

49. The Department of Peacekeeping Operations and the Department of Field Support have conducted a number of peacekeeping training courses at United Nations facilities in regional locations, such as a training course for property management stakeholders in Entebbe, Uganda, which included representation from 22 field missions. Additionally, a course on geographic information systems was conducted at the United Nations Operation in Côte d'Ivoire to meet the demands of missions in the region. The Department of Peacekeeping Operations is investigating whether it would be more cost-effective and efficient to deliver civilian predeployment training programmes in locations other than Brindisi, with a view to improving travel connections for graduates who need to return to their missions upon the conclusion of the course. Current staffing resources, however, preclude conducting the course in multiple locations.

C. Training at non-United Nations locations

50. To meet the high demand for training, the Department of Peacekeeping Operations and the Department of Field Support partner, when practical, with non-United Nations peacekeeping training institutions willing to provide the necessary resources and facilities. Through this arrangement, the partners hope to increase the amount and quality of training delivered to peacekeepers, maximize the outreach and impact of the training and derive mutual benefits from the cross-fertilization of training materials, approaches and methodologies. In 2008, for example, the Department of Peacekeeping Operations conducted training at regional training centres for police, corrections officers and gender experts from missions. Peacekeeping personnel have also undergone training at non-United Nations training institutions in such areas as mine action and disarmament, demobilization and reintegration. The continued provision of such training is contingent on the ability of the institutions to partner with the United Nations; Member States are therefore encouraged to continue to support them.

D. Training methodology

51. The Department of Peacekeeping Operations and the Department of Field Support use a combination of training methodologies, including traditional classroom learning, e-learning, blended learning, video-teleconferencing simulations and exercises, when and where appropriate. In using different

methodologies, consideration is given to the quality of training and the ability of participants to absorb materials, and to the potential impact of the training on knowledge and behaviours. Limitations on bandwidth and electricity services in various countries and missions and the participants' level of comfort with information technology resources are also taken into consideration.

VII. Conclusion

52. **The Department of Peacekeeping Operations and the Department of Field Support recognize the importance of training to professionalize peacekeeping personnel and thereby enhance the ability of peacekeeping personnel to respond effectively to current peacekeeping challenges. United Nations peacekeeping is an ongoing and long-term effort, and effective training is a key component of the human resources reform initiatives of the United Nations, which must be linked to career development and the establishment of a cadre of professionals for peacekeeping. The United Nations has made considerable progress in the development of peacekeeping training and the implementation of the new peacekeeping training strategy. Predeployment, induction and ongoing training are steadily improving, and continued progress can be expected in the coming months. Notwithstanding the significant gains made, the United Nations must be realistic about what can be achieved in terms of peacekeeping training. While the new peacekeeping training strategy establishes clear goals and mechanisms to ensure that priority peacekeeping training needs are effectively addressed, limited resources mean that not all peacekeeping training needs can be met. Member States and training partners are therefore encouraged to continue to support the two Departments in those efforts. Success should be measured by the ability of the Organization to respond effectively to priority training needs, and by the impact of training on the ability of personnel to respond to contemporary peacekeeping challenges.**

VIII. Actions to be taken by the General Assembly

53. **The General Assembly is requested to take note of the present report.**